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ABSTRACT

Education in the United Kingdom has been shaped by the advent of local school management and the rapid growth of grant-maintained schools. Total Quality Management (TQM) offers a new way of looking at management principles and structures by identifying the needs of both internal and external customers. This book applies principles of TQM specifically to educational management. Chapter 1 explains the origins of TQM and chapter 2 offers stories of two outstanding American teachers who applied the TQM paradigm to their work. Chapters 3 through 5 present suggestions for defining quality, developing a positive school-marketing approach, and understanding organizational processes. Ways to change the corporate culture and transform members of an organization are described in the fourth and fifth chapters. The sixth and seventh chapters deal with changing the culture and transforming staff. The eighth and ninth chapters describe the costs of achieving quality and statistical process control in the classroom. Chapters 10 through 14 describe how to plan for quality, why TQM programs sometimes fail, the core values of Deming's work, the teacher-student relationship, and the customer-transformation plan. Appendices contain guidelines for a worker-performance experiment and a sample TQM training program. (Contains 22 references.) (LMI)

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